

eClinicalWorks

A Case Study in Continuous Quality Improvement



Grove Medical Associates, PC

Internal Medicine

The Organization

- Privately owned internal medicine practice
- 5 physicians, 1 location
- 10,250 active patients

The Challenge

Find an electronic medical record solution that would track continuous quality improvement, streamline workflow, improve revenue cycle management and be easy to implement

The eClinicalWorks Solution

The eClinicalWorks comprehensive EMR/PM solution and the eCW Patient Portal

- Tracking of quality measures and patient progress toward goals
- Streamlined communication between providers and staff members
- Increased patient engagement using the Patient Portal
- Interfaces to external systems provides a closed-loop system
- Electronic claims and ERA improved the practice's bottom line

Grove Medical Associates, PC

Grove Medical Associates, PC is a privately owned internal medicine practice serving Worcester County, in central Massachusetts. Grove Medical employs three Board Certified Internal Medicine physicians, a Board Certified Endocrinologist/IM physician, an Internal Medicine physician, a physician's assistant, a certified diabetic instructor, an ultrasound technician and a staff of 17 that includes registered nurses, medical assistants and an administrative support staff.

Grove Medical recently relocated to a new facility in Auburn, MA after 13 years at their previous location in Worcester. The new location provides 7,000 square feet of space that provides room for improved workflow and room to expand and offering additional services to patients.

EMR Selection and Implementation

In 2004, Grove Medical Associates realized the promise and potential of electronic medical records. Their overarching clinical goals were, and continue to be, the delivery of high quality patient care and improved patient safety. The administrative goals of the EMR implementation were better management of patient records in the busy practice with resultant office efficiencies and improved revenue cycle management.

Additional objectives for the EMR/PM system were:

- Closed loop system for tracking of orders and results
- The ability to monitor patient compliance
- Ability to participate in Pay-for-Performance Initiatives
- Increased patient satisfaction and improved outcomes
- Increased efficiency and job satisfaction of the providers and staff

Grove Medical Associates were encouraged in their efforts to begin the search for an electronic medical record system by Dr. Dale Magee, Medical Director of the Central Massachusetts Independent Physician's Association (CMIPA). With resources provided by CMIPA and Masspro, a leading performance improvement

organization dedicated to advancing healthcare quality, Grove Medical evaluated several EHRs, selecting eClinicalWorks as its vendor of choice. (eClinicalWorks Version 9 is a CCHIT 2011 Certified™ product for ambulatory and child health and is ONC-ATCB certified for Meaningful Use.) Ease of use, comprehensive nature of the medical record, integrated Practice Management and the eClinicalWorks company philosophy all contributed to the final decision to purchase the eClinicalWorks comprehensive EMR/PM system.

“The (eClinicalWorks) demonstration answered all of our questions. I remember thinking, ‘ There must be a primary care physician involved in this EMR.’...We knew we could achieve our goals.”

-Gail Cetto, Grove Medical Office Manager, RN

Clinical and Administrative Improvements:

- Patient experience with telephone encounters improved with eCW—a complete medical summary is available and no more searching for paper charts while the patient is on hold
- Fast receipt of test results and ease of locating the results means improved communication with the patient
- Legible, thorough, and accurate progress notes
- 98% clean claim submission to clearinghouse
- Increased revenue due to accurate coding and level of service billing
- Ability to see an average of 2-4 additional patients per provider per day
- Quality measure reporting to Medicare and Blue Cross of MA reveals improved patient outcomes
- Ability to provide comprehensive services at the practice
 - DXA scan
 - Ultrasound
 - Echocardiogram
- Participation in several projects for quality measure reporting that promote EHR adoption, data exchange and continuous quality improvement:
 - Medicare Care Management Program (MCMP)
 - Massachusetts Medical Society Repository Project
 - Massachusetts Patient-Centered Medical Home Initiative

The results are in...

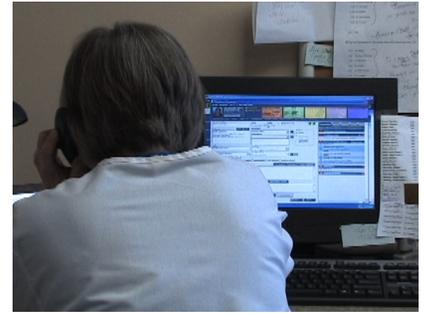
In 2006, one Grove Medical physician scored in the 90th percentile for the BCBSMA Preventative Measure Incentive Program. In 2007, 2008 and 2009, all Grove physicians achieved the 90th percentile for this program.

GMA met the clinical performance standards and the successful electronic uploading of 71% of the data required for the MCMP.

In January of 2010, an evaluation of Grove’s providers showed the practice achieving 88% of the Meaningful Use criteria; plans for increasing compliance were immediately put in place, and the MAQ Dashboards are showing continual progress.

Patient engagement is a priority at Grove Medical - eClinicalWorks Patient Portal makes this possible.

- 50% of Grove Medical patients are web-enabled for the eCW Patient Portal. More than 5000 patients of all ages and demographics are using the Portal to communicate with Grove providers.
- Geriatric patients are increasingly adding their children to their HIPAA list of contacts and giving them access to their Patient Portal account at Grove Medical, facilitating provider/patient/caregiver communication and improving patient outcomes and safety.
- Patients use the Patient Portal to request prescription refills and schedule non-urgent appointments as well as view real-time status of their health maintenance status and alerts.
- Patients use the Portal to report their weekly glucose readings; in a three-year retrospective study performed on chronic care Type II diabetic patients who utilized the Patient Portal to communicate with their PCP regarding their glucose readings, these patients experienced improved glycemic control.



The Future

Grove Medical providers are gearing up for the challenges of meeting Meaningful Use. The eClinicalWorks MAQ Dashboards are proving to be a valuable tool in this respect, giving the providers insight not only into their performance as individuals, but how their performance compares to their peers within the practice.

As Dr. Weinstock says, “Most doctors are competitive so we want to see how we compare to other people... That drives us to where we want to go.”

At this point, the Grove providers feel that they have made significant strides in meeting the Meaningful Use requirements. There are still some old habits that need to be broken, such as faxing prescriptions instead of using the e-Prescribing feature of eClinicalWorks, but issues such as this are addressed regularly and resolved quickly at Grove.

The team continues to meet on a weekly basis, five years after the eClinicalWorks implementation, to discuss workflow, application shortcuts and tips, different ways to handle new situations, etc.



The Remote Connection

At the beginning of the Grove Medical Associates “Go-Live” week, Sharon, one of Grove’s fully trained administrative support staff, required emergency surgery. As a result of the surgery, Sharon realized that she would no longer be able to sit at a desk for an eight-hour day and would need additional accommodations in order to perform her job. Rather than looking to replace Sharon, she was able to work from home at hours that were manageable for her and supported the needs of the practice as well.

Sharon manages the “nerve center” of the practice: the eClinicalWorks “jelly bean” or “bubble” task bar. The fax inbox, incoming and outgoing labs, imaging, procedure orders, referrals, telephone and web encounters and inter-office messages and tasks all flow through this task bar.

Continual quality improvement is a priority at Grove Medical. They have been chosen as one of the few private practices to participate in a Massachusetts demonstration project for the Patient-Centered Medical Home model of healthcare delivery that is gaining traction in the medical community. Grove is well-positioned to qualify as a Medical Home as they are currently engaged in many of the core initiatives that characterize this model. A focus on primary care, health maintenance, careful management of chronic conditions and patient and family engagement are all hallmarks of Grove Medical, as well as continually looking for ways to improve their processes, leading to improved outcomes for their patients.



Dr. David Weinstock

“We are always looking for ways to grow and change. eClinicalWorks allows us to be forward thinkers and find areas where we can advance our care.” -Dr. David Weinstock

“... eClinicalWorks stood out - eCW didn’t just present what they were at the time, but where, as a company, they were headed. We wanted a company that would be growing. We all believed that eClinicalWorks was the right choice. Once we saw it, it wasn’t really much of a decision for us.”

Dr. David Weinstock
Board Certified in Internal Medicine
Partner, Grove Medical Assoc.

Using eClinicalWorks with a secure remote connection, Sharon can access the application and address each issue as needed throughout the day, and often into the evening, when the automated backup system “kicks her off” at 1:00am. By working these unusual hours, all activity that has occurred during the day is addressed for the Grove Medical providers and staff when they come into the office the next morning. Patient documents and faxed results are electronically filed to the proper patient folder(s). Outgoing referrals are reviewed for the required insurance authorization, which Sharon obtains, and then forwards to the specialist.

The remote connectivity and flexibility of the eClinicalWorks application has allowed Sharon the option of working from home at hours that suit her needs while giving the Grove Medical staff the administrative support that they need to do their jobs. This has resulted in a win-win situation for everyone at Grove Medical Associates.